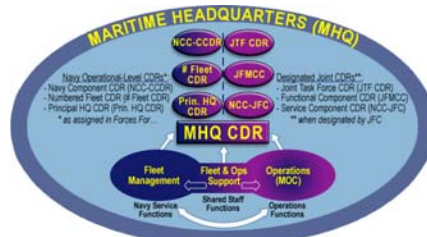




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Maritime Headquarters (MHQ) with Maritime Operations Centers and Navy Experimentation



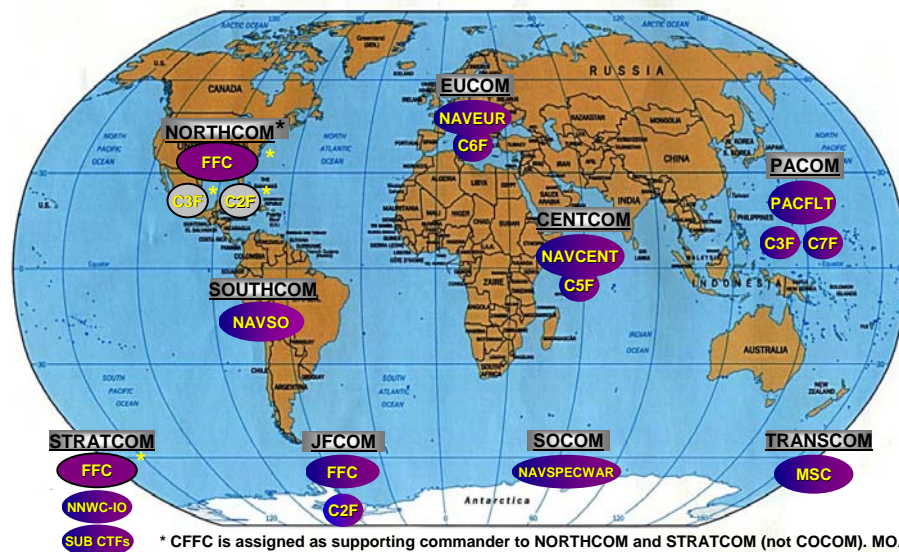
MORS Workshop: WG3 Methodologies and Tools
William J. Startin, Ph.D.
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04 OCT 2006

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What are MHQs with MOCs? CONCEPT FORMERLY KNOWN AS GLOBALLY NETWORKED JFMCCs



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MHQ Concept History

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- **1999 JFMCC concept introduced to**
 - **Provide a capability**
 - prioritize multiple tasks with limited naval assets, and
 - conduct full range of EBO in a joint environment.
 - **Develop a process**
 - accommodate simultaneous offensive and defensive operations at the tactical and operational levels, and
 - allow the JFMCC to integrate all naval missions in the littorals.
- **2000 NWDC* develops JFMCC CONOPS for Millennium Challenge 02**
- **2003 NWDC presents draft JFMCC TACMEMO modeled after the USAF planning process (not endorsed by fleets)**

* NWDC = Navy Warfare Development Command

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Concept History, cont.

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- **2003 NWDC develops Sea Trial Campaign Plan**
 - **JFMCC as the context to establish fleet generated requirements for manning, training, and equipping future maritime forces**
- **2005 Navy Afloat Targeting Integrated Process Team (NAT IPT) workshop produces draft JFMCC Fires Annex for the TACMEMO**
- **2005 C2F introduces Globally Networked JFMCCs.**
- **2006 NWDC introduces a revised version of the JFMCC TACMEMO (3-32-06)**
- **2006 C2F introduces MHQ with MOC following Flag-level conference, revising Globally Networked JFMCCs concept.**

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Why MHQ w/ MOC?

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- **After-action analyses of 9-11, OEF, OIF, and Katrina HA/DR identified gaps in C2 capabilities**
 - Analyses highlighted limited ability to:
 - Command in a dynamic environment
 - Rapidly identify necessary participants or communities of interest across echelons for planning and response to crisis action
 - Provide consistent situational understanding at all command levels
 - Efficiently collaborate
 - Receive rapid feedback to assess and adapt to emerging conditions and shortened planning/execution timelines
- **Demand signals / guidance:**
 - CNO Guidance, 2005 and 2006
 - SECDEF memo – Formation & Sustainment of JTF HQs, Feb 2005
 - *National Strategy for Maritime Security*, Sep 2005
 - CNO / CFFC Tasking Messages, 28 SEP 05
 - QDR, 2006 (especially Distributed Networked Operations)
 - Consensus of CNO Maritime Security Conference, Jan & Sep 2006
 - *Naval Operations Concept*, Sep 2006

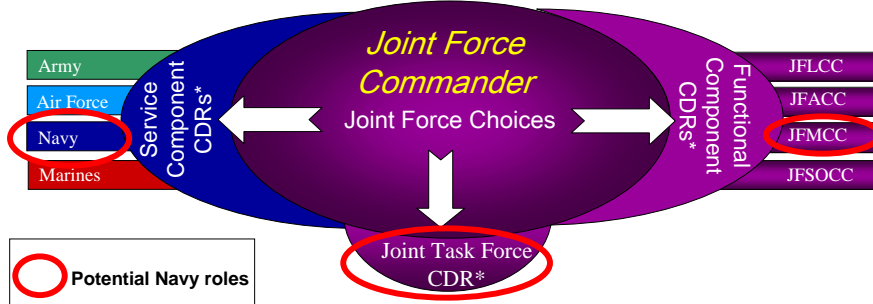
Close the gaps at the operational level

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Potential Joint Roles for Navy MHQs

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* Navy CDRs in Joint Roles: (when designated by JFC)

- Joint Task Force CDR (JTF CDR)
- Functional Component CDR (JFMCC)
- Navy Service Component CDR in support of JFC

SECDEF & CNO Guidance

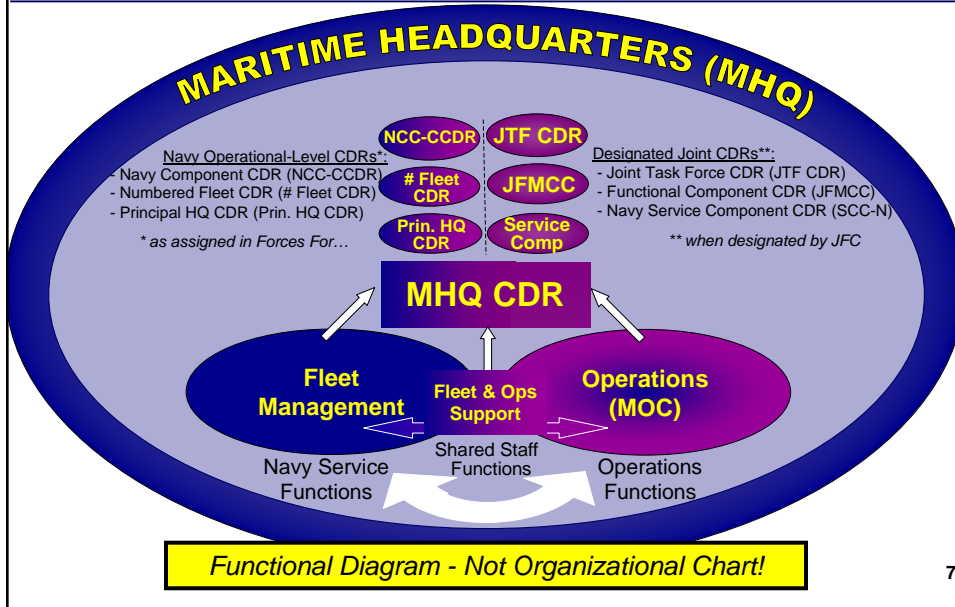
CNO & National Strategy for Maritime Security Guidance
"Normal and Routine Ops"

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Functional Model of MHQ



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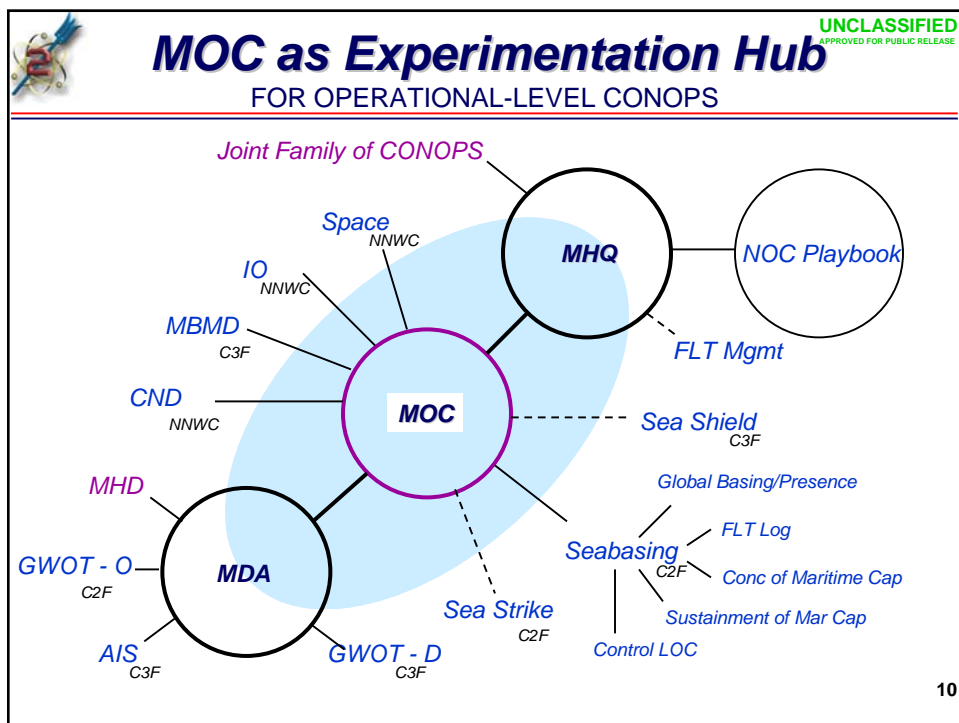
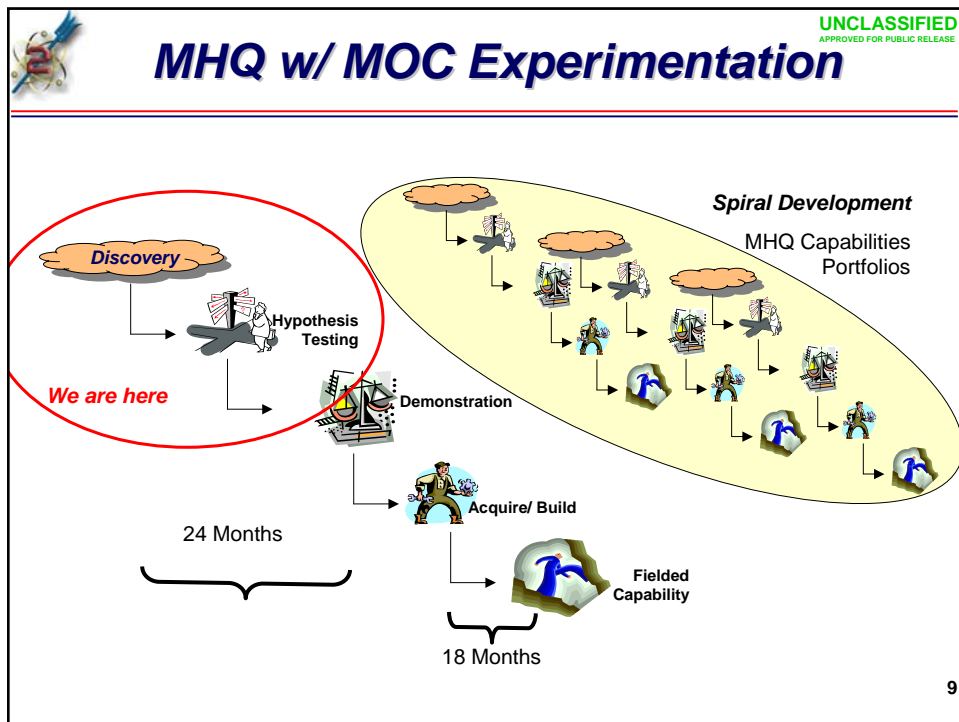


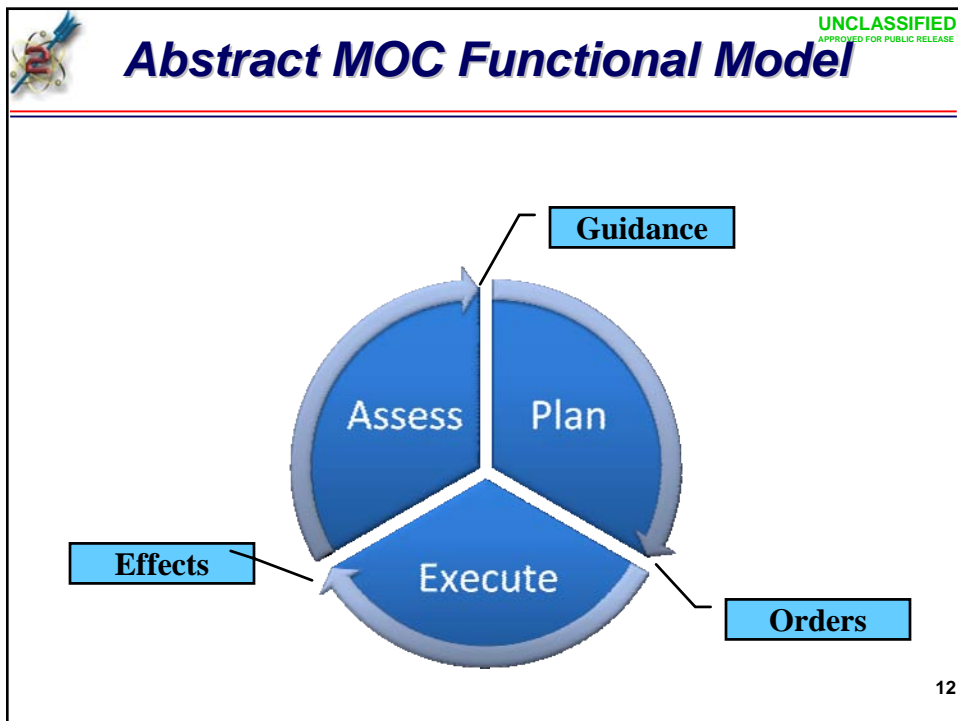
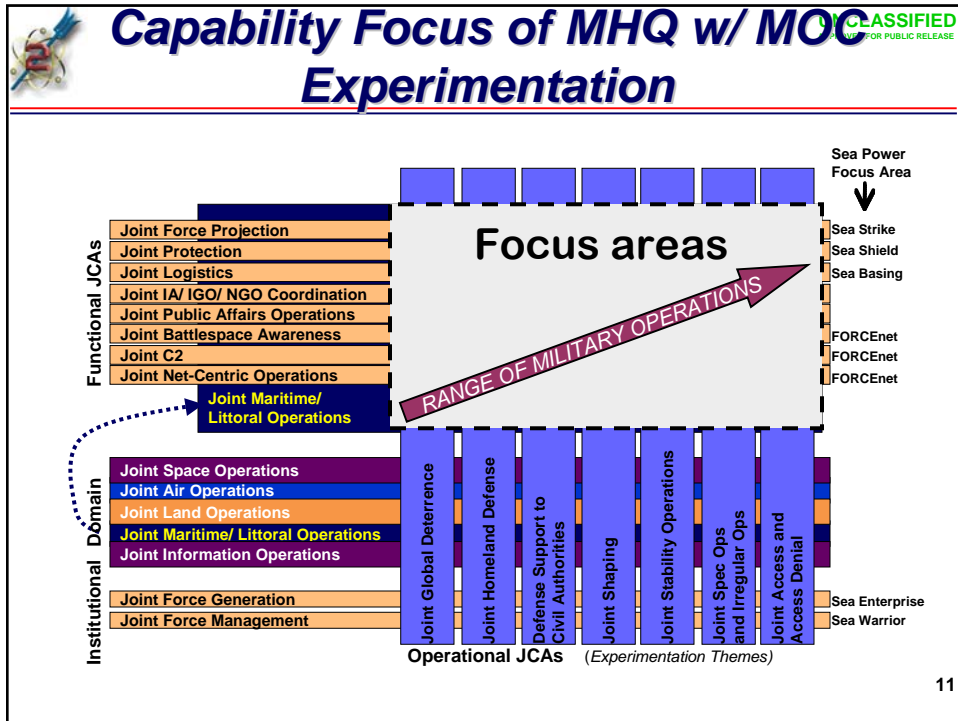
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Where MHQ w/ MOC takes the Navy

- More emphasis on joint expertise for Navy personnel
 - Training in maritime view of joint processes (not just planning)
- MHQ staffs trained and certified for designated JTF and/or JFMCC staff roles
- MHQs with MOCs designed with an operational perspective
 - Numbered Fleets no longer function as “a major tactical unit of the Navy”
- Seamless ability to share information & knowledge across fleets for maritime awareness MDA/HS/HD (as permitted by Combatant Commanders)
- Common processes and procedures across MHQs for scalability & continuity
 - Centralized Guidance, Collaborative Distributed Planning, Decentralized Execution
- Organized to support operations for Combatant Commanders across the ROMO without degrading Title X Service functions “Fleet Management” (a CONUS Fleet concern)

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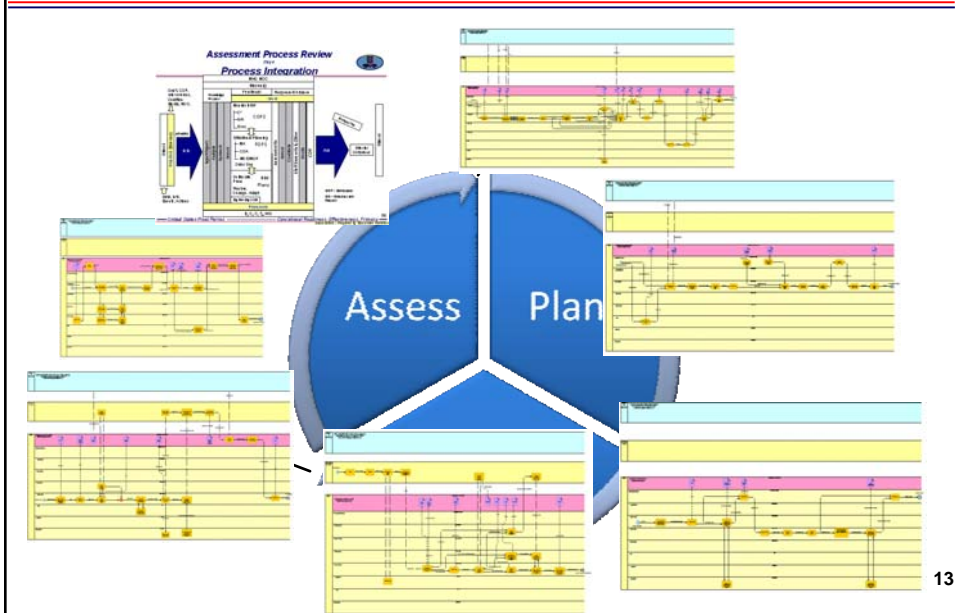






Abstract MOC Functional Model

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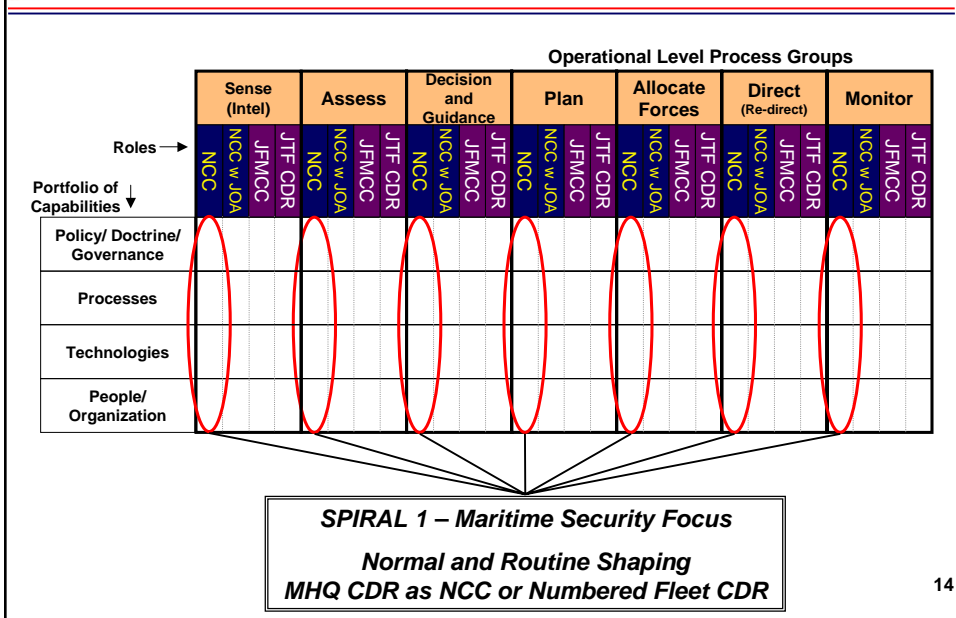


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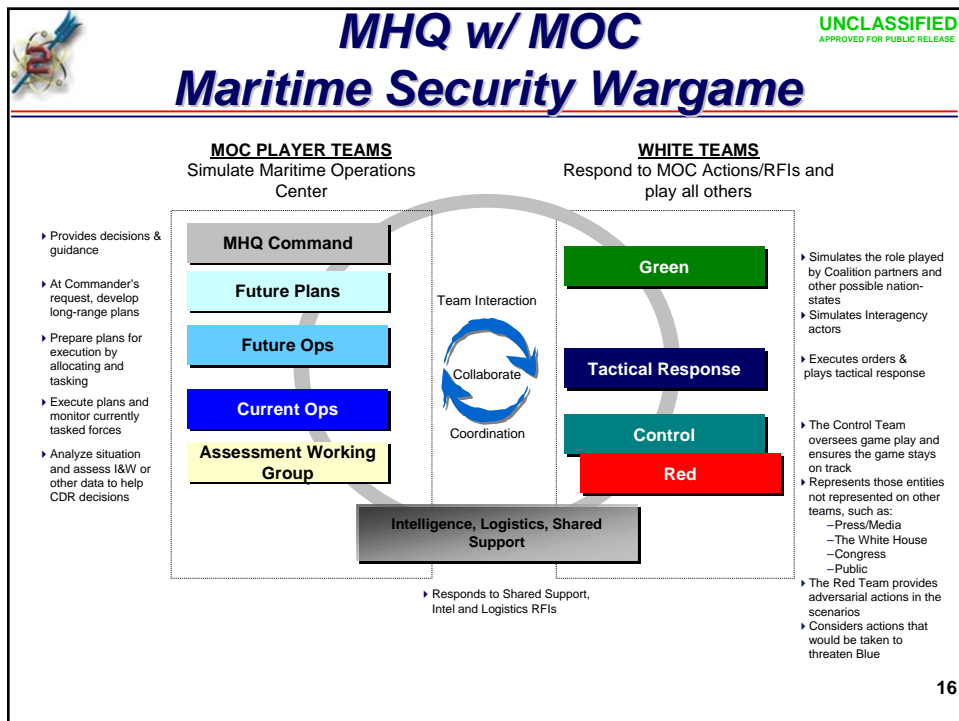
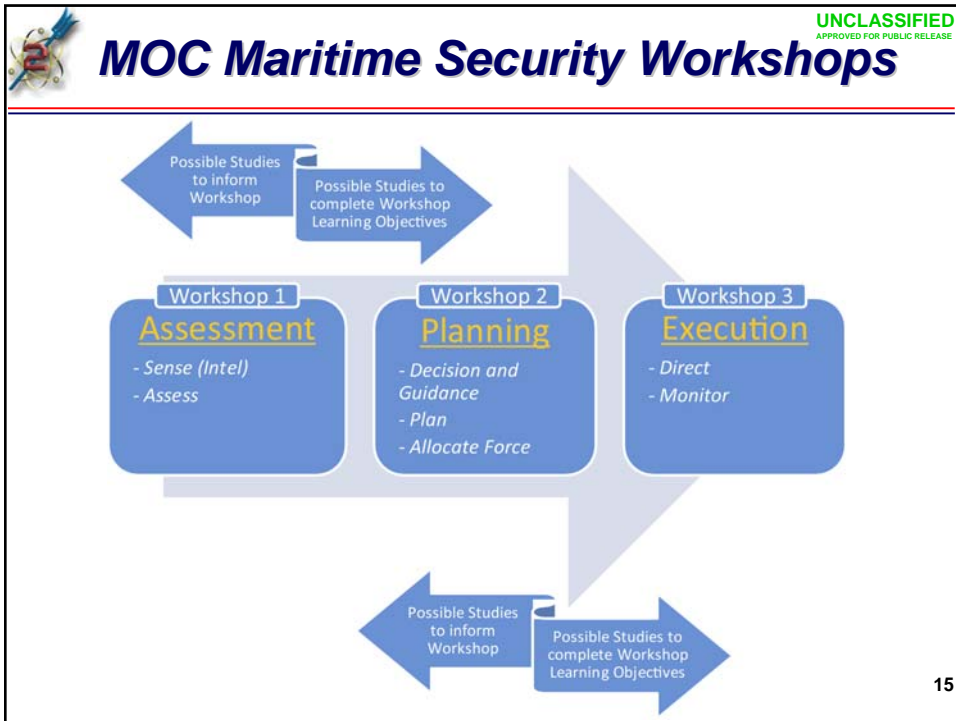


MHQ w/ MOC Experimentation Campaign (Process-centric Framework)

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Lessons Learned

MHQ w/ MOC EXPERIMENTATION METHODS

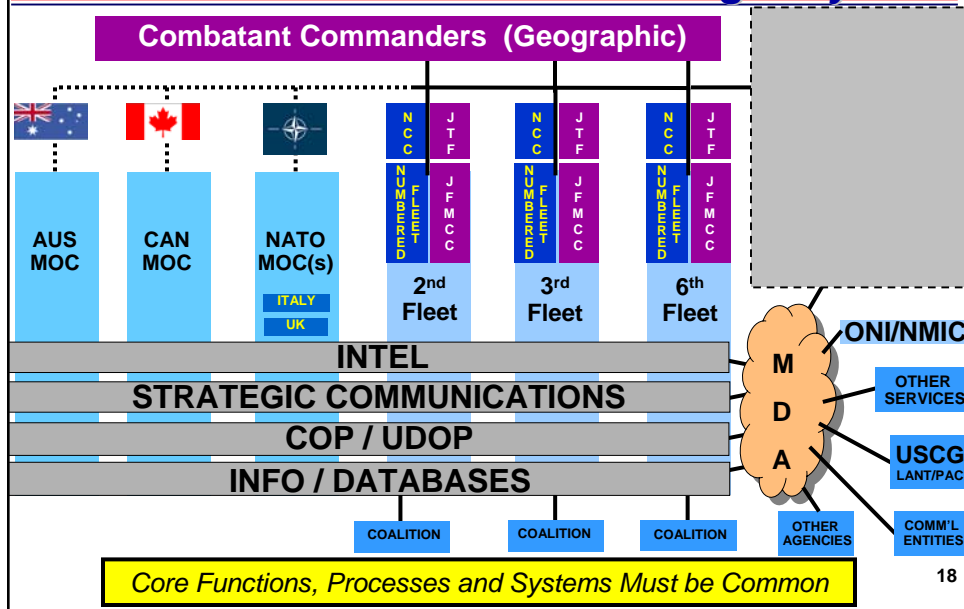
- *Allocate adequate time to plan events, and time between events*
- *Use studies to clearly define processes in greater detail prior to designing discovery/experimentation events*
- *Workshops are best for discovery if highly focused*
 - *Assess-Plan-Execute themes delivered some insights but tended to be inconclusive on details*
 - *Broadly scoped workshops do not focus participants enough*
 - *Need appropriate stimulators (scenario and staff deliverables) to drive discovery to decisive conclusions*
- *Nontraditional “Wargames” are useful for operational-level experimentation*
 - *Very effective to identify process gaps for further study*
 - *Controlled environment keeps participants scoped to operational-level issues*
 - *Several isolated teams addressing issues/solutions may be very helpful to sample “solution space”*
- *Studies generate Hypotheses – Experiments feed Analysis*

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Globally Networked MOCs (TW07) Global Maritime Information Highways

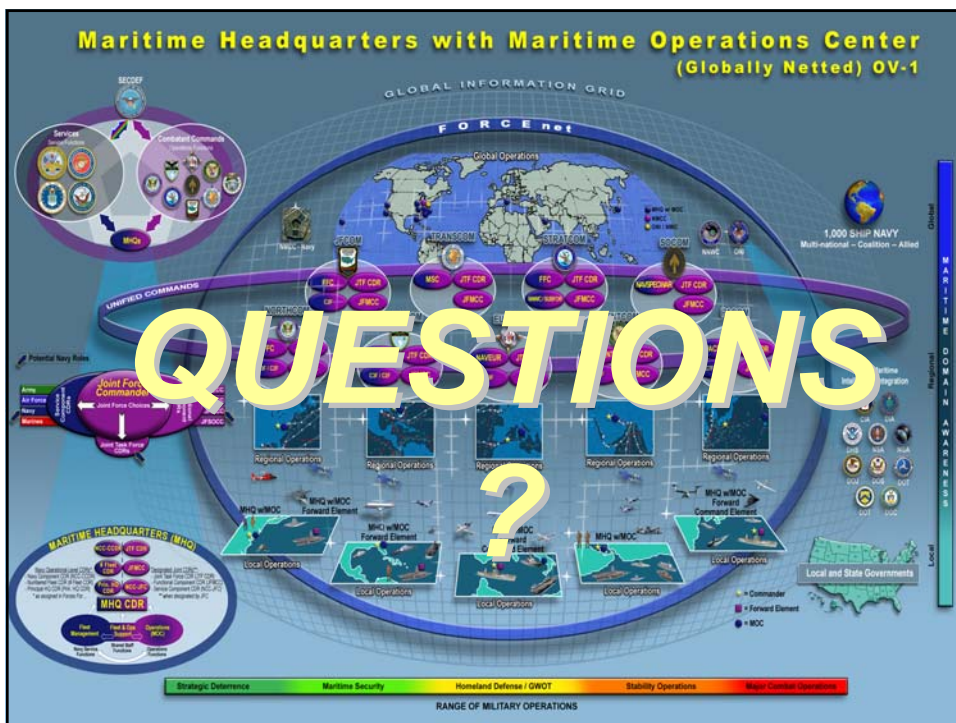


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Air Forces

Naval Forces

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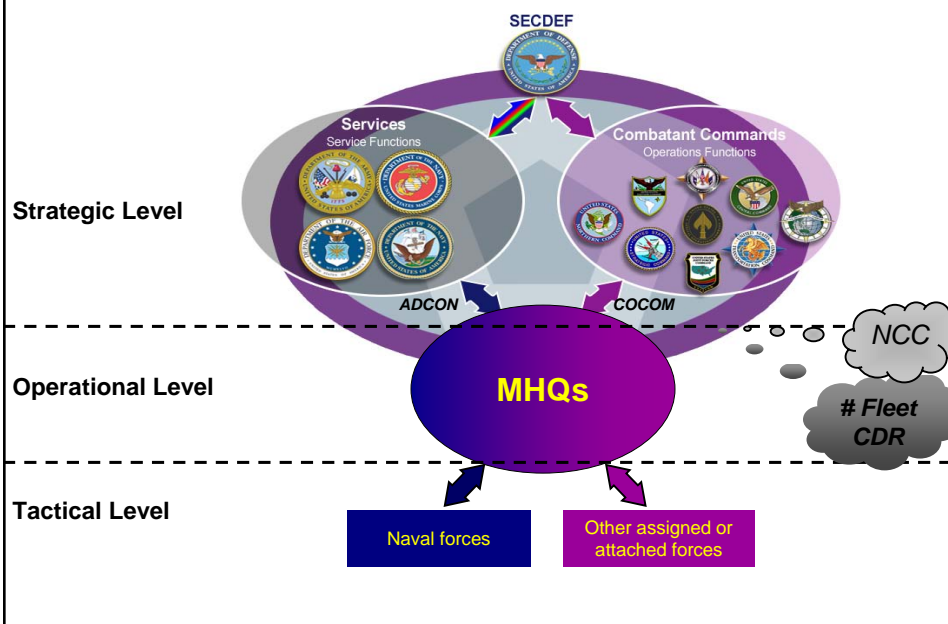
Future areas of study & experiment ...

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- *Balance of responsibilities at different echelons? (NCC MHQ, Numbered Fleet MHQ, CTFs, ESFs, etc)*
- *Distributed staff concepts (e.g. MARCOLE series)*
- *Scalability and augmentation plans (e.g. JTFEX)*
- *What degree of MOC process & procedure commonality is necessary across theaters?*
- *How do you know that you know enough? (maritime awareness, allocation of resources, ops assessment)*
- *Building human relationships of trust across the "global network"*
- *Process variations across the range of military operations (Humanitarian assistance, Small-scale contingency, and MCO contexts)*

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Levels of Command



MHQ WITH MOC: SIMULTANEOUS ROLES

